



REPUBLIC OF LIBERIA
CIVIL SERVICE AGENCY
Ministerial Complex, Congo Town, Monrovia, Liberia
“Ensuring Merit and Efficiency in Public Service.”

**REPORT ON THE PERSONNEL AND CREDENTIAL
VERIFICATION OF THE
MINISTRY OF PUBLIC WORKS**

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Foreword

This Personnel and Credential Verification Report of the Ministry of Public Works presents the findings of an eight-day personnel and credentials verification exercise conducted by the Civil Service Agency (CSA) in collaboration with the leadership of the Ministry of Public Works (MPW). The intervention followed a request from the Minister of Public Works for the examination of personnel credentials and reclassification of all positions within the ministry. In response to this urgent request, the CSA immediately formed a specialized team with clear guidelines to implement this verification intervention, recognizing the need to establish order, transparency, and accountability within the MPW workforce.

The report provides a detailed overview of human resource data across the Ministry of Public Works, including employment status, personnel files update, credential validation, reclassification, redeployment, and key HR indicators such as age demographics, staff on study or sick leave, retirement status, and the distinction between verified and unverified personnel. These data points are critical for strengthening institutional workforce planning, ensuring merit-based employment, and aligning staff qualifications with the delivery of quality services within MPW. Additionally, the report offers insights into gaps that require urgent administrative attention from the relevant authorities.

It is anticipated that the MPW leadership will work closely with the Civil Service Agency to implement the recommendations and take corrective action where necessary. This partnership will be pivotal in promoting workforce regularization, improving service delivery, and reinforcing the Government of Liberia's commitment to reforming the governance sector for long-term sustainability and national development.

Josiah F. Joekai, Jr., Ph.D.

Director-General

Abbreviations

CSA	-	Civil Service Agency
IT	-	Information Technology
M&E	-	Monitoring & Evaluation
MPW	-	Ministry of Public Works
PANs	-	Personnel Action Notices
ESD	-	Employment Services Division
MACs	-	Ministries, Agencies and Commissions
P&CVT	-	Personnel & Credentials Verification Team
HR	-	Human Resource

Executive Summary

This report presents the findings and recommendations of a strategic human resource audit and credential verification initiative conducted at the Ministry of Public Works. Led by a team of specialized professionals in personnel management and credential fraud detection, the initiative aimed to strengthen the MPW human resource framework by reviewing personnel records, verifying employees' identities and qualifications, realigning job roles, and improving workforce transparency. The overall objective was to align MPW's staffing practices with national standards, promote accountability, and support sustainable institutional development.

A major component of the initiative focused on reviewing and updating personnel records to ensure accuracy and compliance. A total of **480** personnel files were received and thoroughly examined across various departments, including 11 presidential Appointees. However, 469 Civil Servants' files were reviewed, and 420 personnel files were verified, constituting 87.5% of the total employees at MPW, and 11 Presidential Appointees were verified, constituting 2.29%, meeting national compliance standards.

This will significantly improve the integrity and accessibility of MPW's personnel data. Another critical area of focus was the physical headcount verification and attendance audit. This exercise was conducted to verify the actual number of active employees and ensure that payroll records are accurate and aligned with attendance data. A comprehensive physical headcount of all staff was undertaken. The report reveals 420 (**87.5%**) of the total MPW regular employees appeared for the headcount and 11 (2.29) Presidential appointees were verified, 15 (3.1%) were unverified, and the remaining 34, representing 7 %, were excused.

Attendance logs were cross-checked against payroll records, revealing 35 anomalies, including 20 cases of unreported absenteeism and 14 suspected ghost workers. Despite these findings, the audit verified an active workforce of **400** personnel, excluding the 34 employees excused and the 11 presidential appointees. These results provide a reliable baseline for workforce planning and payroll accountability.

In addition to reviewing the file and attendance records, the team conducted a comprehensive credential verification exercise for all staff. Credentials submitted by staff were authenticated through direct engagement with the issuing institutions. During the exercise, 429 credentials were received for authentication, of which a total of 364 were civil servants', 27 were project staff, 27 were contractors', and 11 were consultants respectively. Nevertheless, of the 429 credentials received by the CSA team, 427 were vetted and authenticated. However, the exercise shows that of these figures, three (3) credentials belonging to two persons were not found/verified by the issuing institution. These staff are regular civil servants, and the credentials in question include 1 master and 2 bachelor's degrees.

This process indicates that **364** staff members, representing **84.45%** of the verified/updated workforce, possessed or presented academic credentials. However, **67** employees had no form of educational or professional qualifications, constituting **15.54%** of the employees verified.

Overall, the findings underscore the urgent need for continuous monitoring and institutional reforms to uphold workforce integrity and service delivery excellence. This initiative has laid a solid foundation

for the Ministry of Public Works to institutionalize data-driven human resource management practices and promote a culture of meritocracy, transparency, and accountability in human resource governance.

Background

The Civil Service Agency is the central government Agency responsible for the personnel management of the Government. It is responsible for enhancing the capacity of human resources, improving service delivery, and thereby increasing the effectiveness and efficiency of the Civil Service. This entails planning human capacity needs, selection and recruitment, training and development, performance management, and career development of civil servants. In addition, the Civil Service Agency provides advice to the Government of Liberia in key areas of the Civil Service, including organization, staffing, pay and benefits, pension, conditions of employment, and human resources development.

In line with the Government of Liberia's public sector reform strategy and the need for improved personnel management within government spending entities, the Civil Service Agency responded to a request from the leadership of the Ministry of Public Works to conduct a comprehensive personnel and Credentials verification exercise. A team with the requisite skills, competence, and training was tasked to conduct the following, as requested by the Ministry of Public Works.

- Reviewing personnel files and updating them
- Headcount verification, time and attendance records analysis of all existing staff.
- Physical and Forensic verification of Credentials
- Redeployment of roles based on duties and qualifications.
- Preparation of Personnel Action Notice (PAN) forms to update employment status records.

The team, tasked with the activities outlined by the Ministry of Public Works, focused on personnel records, staff verification, and role redeployment, clearly defined objectives to ensure effectiveness, transparency, and alignment with institutional goals. Below are the key objectives for such a team:

1.1 Ensure Accurate and Updated Employee Records

- Objective: To review and update all personnel files to ensure completeness, accuracy, and compliance with institutional and regulatory requirements.
- Key Tasks: Identify missing documents, correct inconsistencies, and ensure each file reflects current employment status.

1.2 Conduct Comprehensive Headcount and Attendance Analysis

- Objective: To verify the actual number of active staff and analyze attendance and timekeeping data to assess workforce reliability and payroll accuracy.
- Key Tasks: Cross-reference HR records with physical presence and time logs; identify ghost workers or absenteeism trends.

1.3 Authenticate Academic and Professional Credentials

- Objective: To conduct both physical and forensic verification of staff credentials to confirm the legitimacy and relevance of qualifications.

- Key Tasks: Validate certificates with issuing institutions; detect forgeries or misrepresentations; ensure alignment with job roles.

1.4 Optimize Staff Deployment Based on Qualifications and Needs

- Objective: To realign staff roles and responsibilities according to verified qualifications, experience, and institutional requirements.
- Key Tasks: Conduct job-matching analysis; recommend reassignments for efficiency and effectiveness; address skill gaps.

1.5 Formalize Employment Status Updates

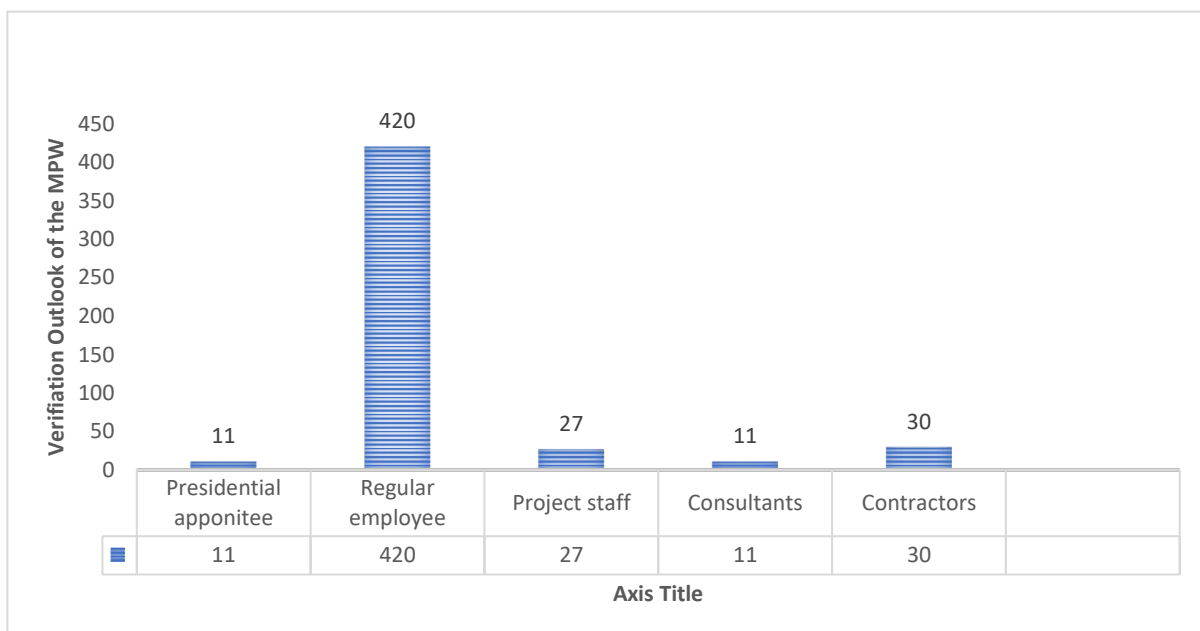
- Objective: To prepare and issue accurate Personnel Action Notices (PANs) to reflect any changes in employment status, role, or department.
- Key Tasks: Generate PANs based on verified data; ensure documentation aligns with the Civil Service Standing Orders, Ministry of Public works policy and legal standards.

1.6 Promote Transparency and Institutional Integrity

- Objective: To support governance, accountability, and trust within the MPW's administrative framework.
- Key Tasks: Document all findings and processes; report discrepancies; recommend policy improvements.

1.7 Provide Strategic HR Recommendations

- Objective: To advise the Ministry of Public Works leadership on HR improvements based on the review's findings.
- Key Tasks: Suggest updates to recruitment, evaluation, and record-keeping practices; contribute to long-term workforce planning.

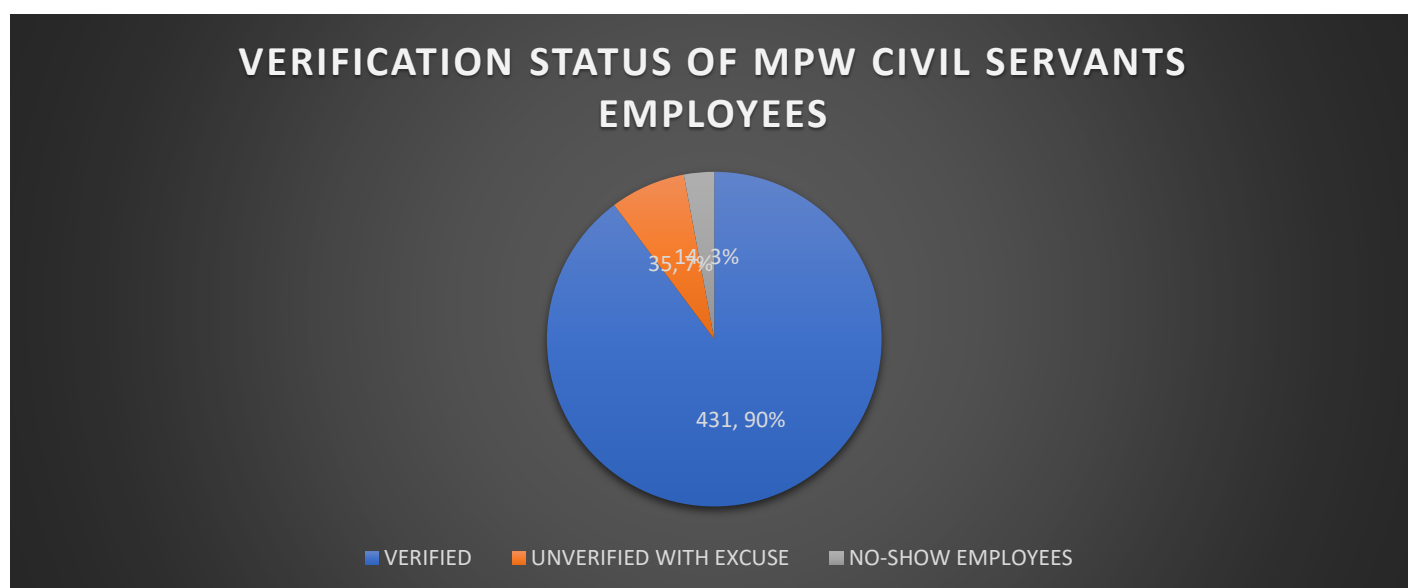


The graph above shows the verification status of the personnel and the credential verification exercise held at the Ministry of Public Works. It shows that 420, accounting for 87.5% of the workforce in the regular employees (Civil Servants) category, were duly verified. While 27 out of 46 individuals, constituting 58.7% of the workforce in the project category, were verified. The chart also revealed that 11 out of 15 consultants, accounting for 73.3% of the staff on the consultancy payroll, were verified. Additionally, 30 out of 34 staff members, constituting 88.2% of the contractor payroll, were verified, and 11 presidential appointees, amounting to 2.29%. The findings reveal that the Ministry of Public Works (MPW) has four distinct categories of personnel: Civil servants whose salaries are managed by the Civil Service Agency (CSA); consultants; project staff; and contractors. The verification process indicates that of the 480 regular employees on the CSA payroll, 431 were verified, which is 90% of the total regular workforce. Of the 46 workers on the project payroll, 27 were verified, accounting for 58.7%. In the consultant category, 11 out of 15 were verified, making up 73.3% of the consultancy staff, while 30 out of 34 staff on the contractor payroll were verified, representing 88.2% in the contractor category.

Table 1. Categories of staff verified at the Ministry of Public Works

Categories of employees verified at MPW	Payroll strength per category	Verified staff per category	Shares per verified
Regular Employees	469	420	87.5%
Project	46	27	58.7%
Consultants	15	11	73.3%
Contractors	34	30	88.2%
Presidential Appointees	11	11	2.29%

Figure 2. Verification status of Civil Servants Employees



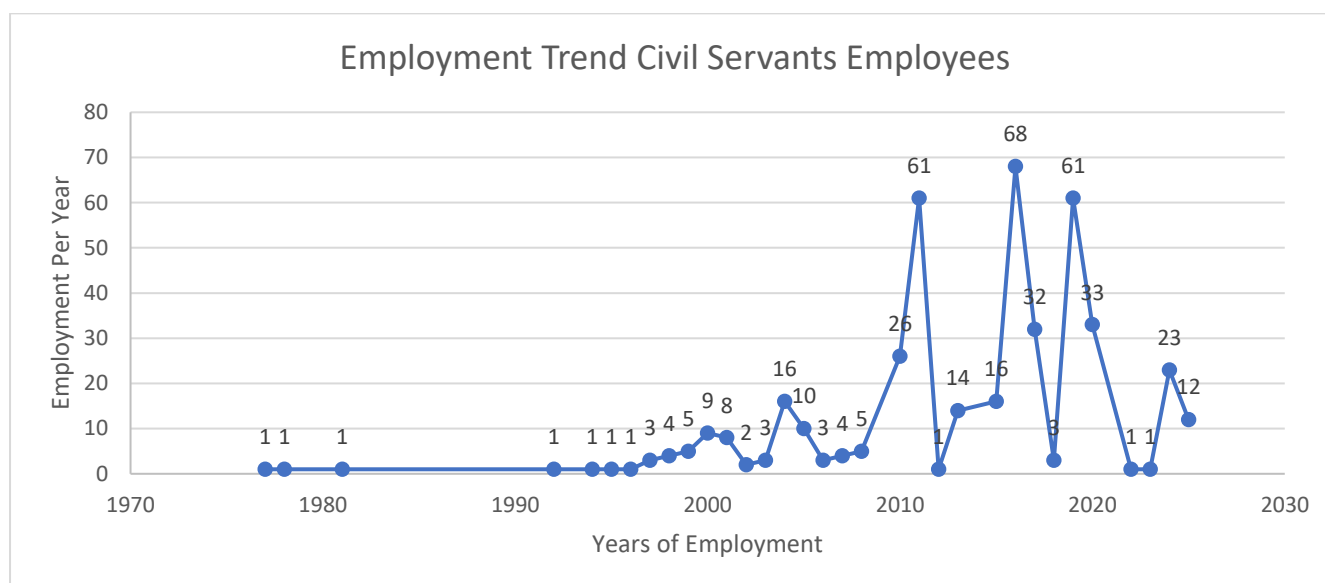
The graph shows that 431 individuals were verified, constituting 90% of the workforce in the regular

category, 35 individuals were unverified with excuses, accounting for 7% of the workforce, and 14 employees were unverified (no show), constituting 3%.

Table 2. Verification of Civil Servants Employees

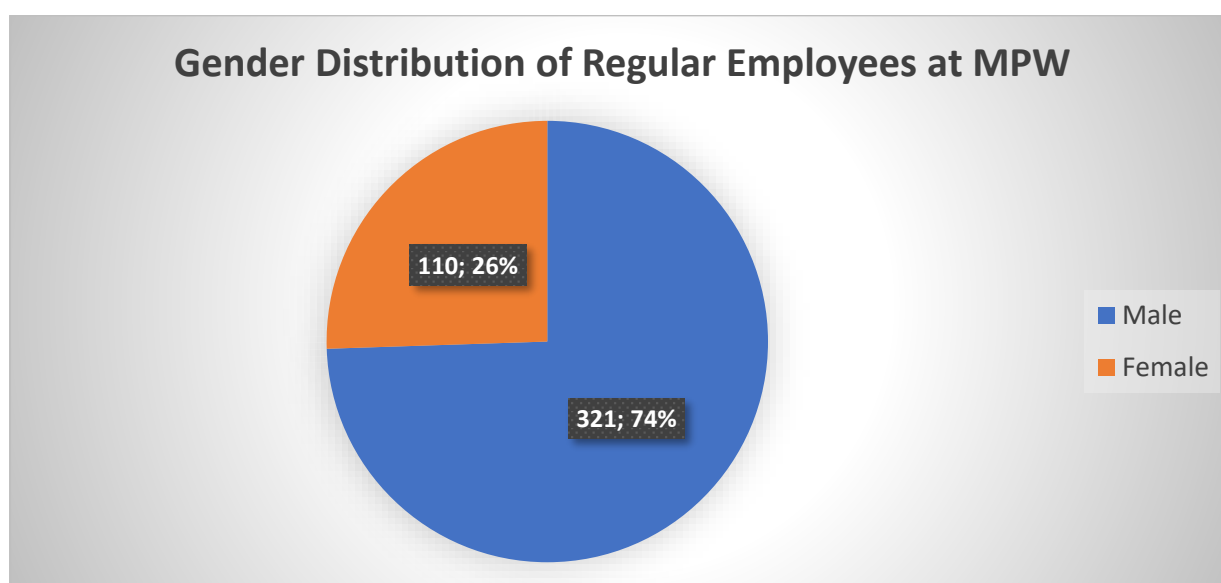
Category	Count	Shares
Verified	431	90%
Unverified with Excuse	35	7%
No-show employees	14	3%
Total	480	100%

Figure 3.0 Employment Trend of Civil Servant Employees



The graph above reveals the employment trend of Civil Servants at the Ministry of Public works spanning from 1978 to 2025. According to the graph, the maximum number of employments took place in 2018 with staggering figure of 68 employees, while the lowest level of employment was between 1990 to 1999.

Figure 4.0 Verified Employees Gender Distribution



Overview of Gender Distribution

The workforce at the **Ministry of Public Works (MPW)** consists of:

Gender	Number of Employees	Percentage
Males	321	74%
Females	110	26%
Total	431	100%

Key Observations

1. Male Dominance:

- Males make up **nearly two-thirds (48%)** of the workforce.
- This indicates a significant **gender imbalance** in staffing.

2. Female Representation:

- Only **26% of the workforce** is female.
- This suggests an underrepresentation of females in employment at MPW.

3. Gender Gap:

- There is a **211-person gap** between male and female employees.
- In percentage terms, males outnumber females by **48%**.

Implications

- The current gender distribution may affect:

Workplace diversity and inclusion initiatives.

Gender-sensitive policy formulation.

Representation of women in leadership and decision-making roles.

- It raises questions about equal opportunity hiring, potential cultural or structural barriers, and career progression for women at MPW.

2.0 Methodology for Execution of Activities

This section presents a detailed methodology outlining the approaches used for executing the seven listed activities. This methodology ensures accuracy, accountability, and alignment with the Civil Service Agency's operational and strategic goals for a merit-based and professional workforce at the Ministry of Public Works.

2.1 Ensure Accurate and Updated Employee Records

Approach:

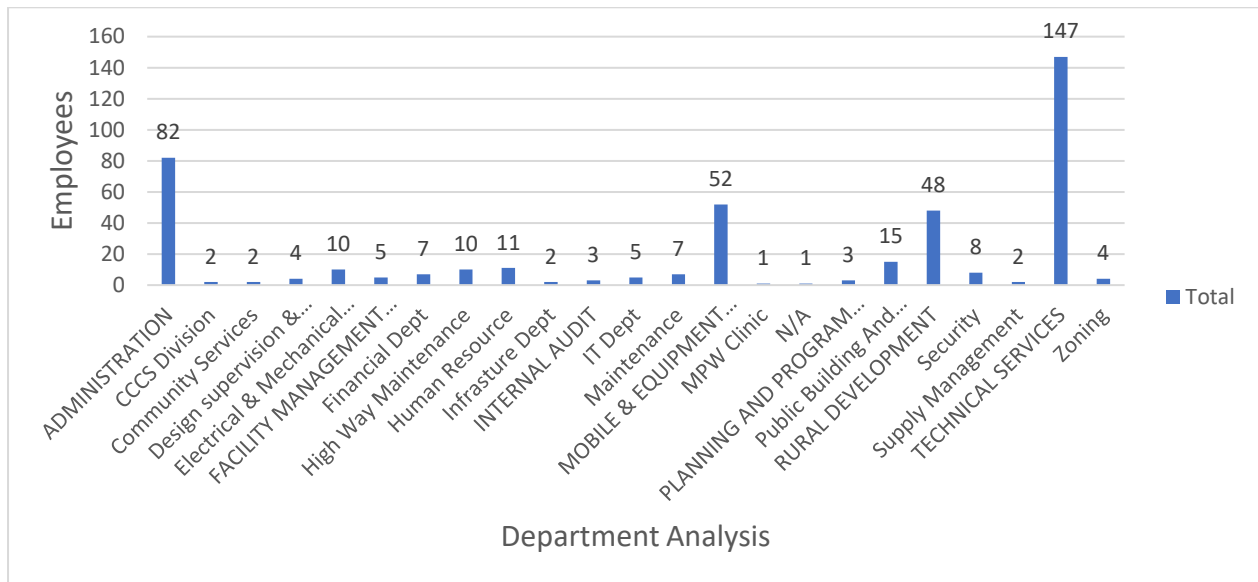
- Data Collection: The CSA Team retrieved existing personnel files from HR archives.
- Gap Analysis: Cross-checked files against a standard checklist. The requisite attachments for each folder were:
 - a. Letter of Application.
 - b. Employment Letter.
 - c. Three (3) letters of recommendation.
 - One from the community of residence.
 - One from a religious group or a reputable individual.
 - One from a previous place of work or school (High School, University, etc.)
 - d. Curriculum Vitae (CV).
 - e. Credential (If required for occupied position).
 - f. Job Description.
 - g. National Identification ID Card photocopy.
 - h. NASSCORP ID Card Photocopy.
 - i. I. Bank Account Details.
 - j. Police Clearance (for security purposes only).
 - k. K. Driver's License (for drivers only).
 - l. 1. Two (2) passport-size photos.

Folders that did not have all the above attachments were brought to the team's attention, and feedback or queries on the files for compliance or updating were requested to be returned within five (5) days for processing.

- Interviews & Clarifications: Conducted interviews with staff to gather or clarify missing/incomplete information.

- Profiling: Updated personnel records using an HR information system or database template for consistency.
- Verification: Cross-verified with payroll and department heads to confirm active employment status.

Figure 5.0 Department Disaggregated (distribution of staff members)



The graph above provides a visual representation of the distribution of staff members across various departments at the Ministry of Public Works. The graph categorizes the number of staff according to their respective departments, highlighting areas of high and low personnel concentration.

According to the data, the Operational department for technical services, Administration, Mobile & Equipment, and Rural Development Division has relatively the largest staff members. In aggregation, 431 regular employees are found in the listed divisions, which accounts for 100% of the regular employees verified. These departments demonstrate the highest staffing levels, reflecting their central roles in managing institutional operations and delivering core municipal programs.

However, the rest of the departments have a lower number of employees. Notably, these departments are under-resourced in terms of workforce strength, which may have an adverse effect on performance, effectiveness, and overall productivity level.

3.0 Conduct Comprehensive Headcount and Attendance Analysis

The comprehensive headcount and attendance analysis, along with personnel and credentials verification at the Ministry of Public Works, was intended to verify, validate, log, and capture relevant employment data from MPW employees. This process was conducted by using the following:

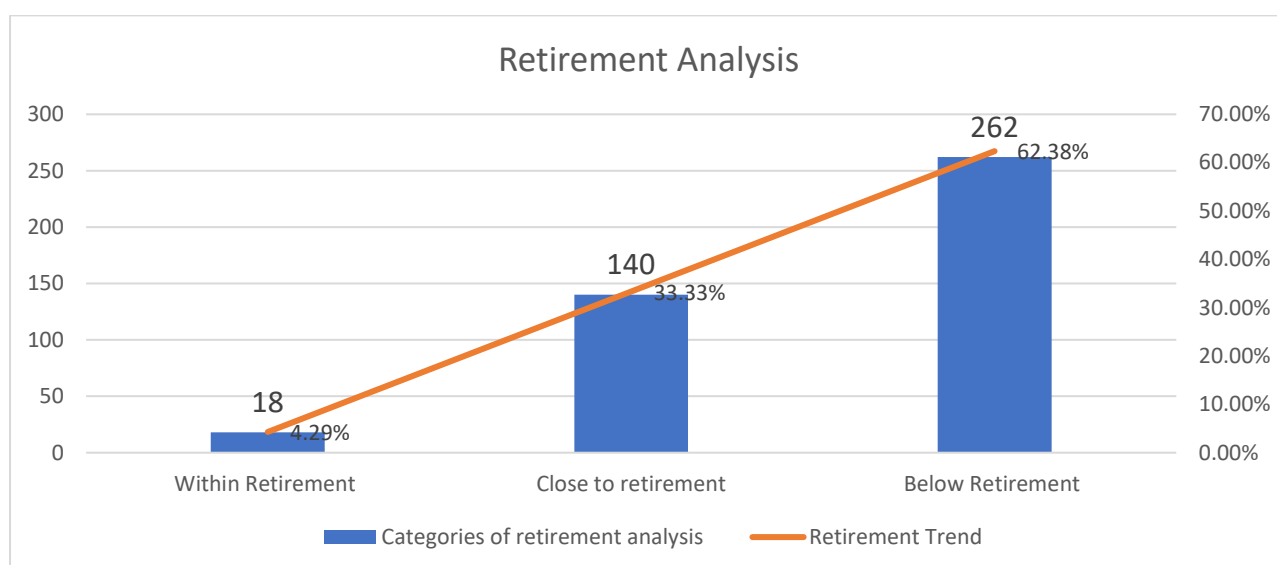
Approach:

- Physical Headcount: Conducted roll calls and in-person verification using the National Identification Card and employment documentation.
- Time and Attendance Records Review: Collected and analyzed attendance logs, timekeeping data system, and manual registry.
- Discrepancy Identification: Flagged inconsistencies between attendance records and payroll or HR databases.
- Report Compilation: Documented findings, including absenteeism trends, ghost workers, or unaccounted personnel.

Table 3. Department Analysis of verified Regular Employees

DEPARTMENTS	NUMBER OF EMPLOYEE
ADMINISTRATION	82
CCCS DIVISION	2
COMMUNITY SERVICES	2
DESIGN SUPERVISION & TECHNICAL SERVICES	4
ELECTRICAL & MECHANICAL ENGINEERING DEPARTMENT	10
FACILITY MANAGEMENT DIVISION	5
FINANCIAL DEPT	7
HIGHWAY MAINTENANCE	10
HUMAN RESOURCE	11
INFRASTRUCTURE DEPT	2
INTERNAL AUDIT	3
IT DEPT	5
MAINTENANCE	7
MOBILE & EQUIPMENT DIVISION	52
MPW CLINIC	1
N/A	1
PLANNING AND PROGRAM BUREAU	3
PUBLIC BUILDING AND MAINTENANCE DIVISION	15
RURAL DEVELOPMENT	48
SECURITY	8
SUPPLY MANAGEMENT	2
TECHNICAL SERVICES	147
ZONING	4
GRAND TOTAL	431

Figure 6.0 Retirement trend



The graph titled “Retirement Trend” presents the distribution of employees based on their retirement status. An analysis of the data is as follows:

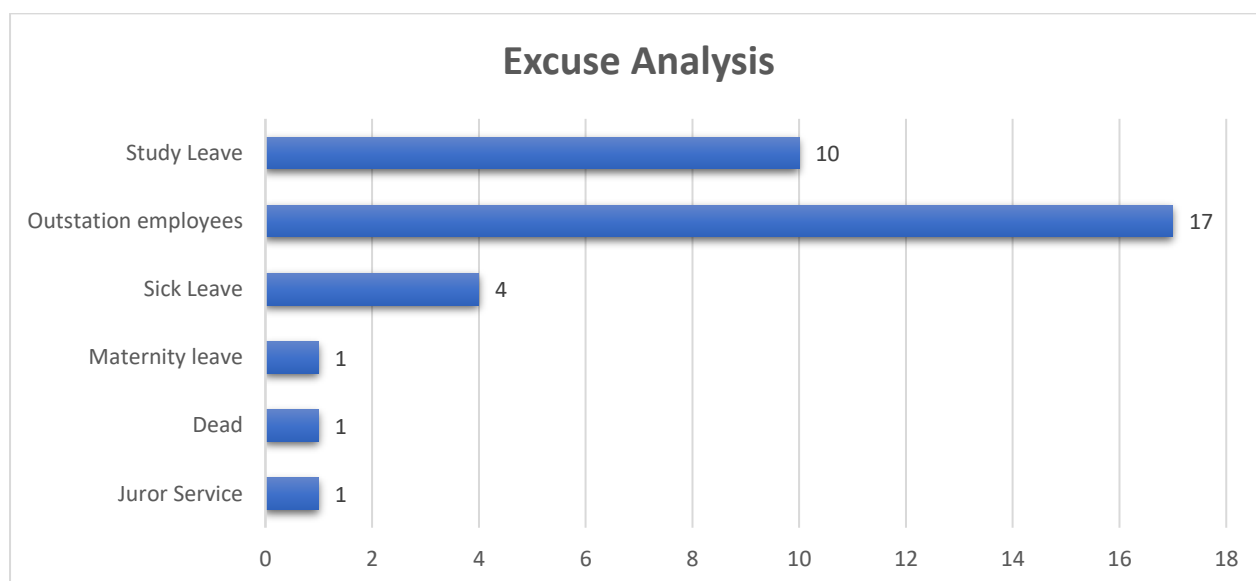
The data revealed 262 employees, constituting 62.38% fall below the retirement bracket set by the GOL (49 years & below). This is the largest segment, indicating that most employees are relatively young and not close to retirement age. However, employees close to the retirement bracket (50 years - 59 years) are 140, constituting 33.3% of the total workforce. A significant proportion of regular employees are approaching retirement age. This result is vital for the recruitment and succession planning of the Ministry of Public Works.

Regular employees at retirement age (60 years & above) are 18, which constitutes 4.29% of the total workforce. The smallest segment represents employees who are currently in or beyond the typical retirement bracket.

Table 4. Retirement Trend of Regular Employees at MPW

Category of Employees	Count	Percentage
Employees Within Retirement	18	4.29%
Employees Close to retirement	140	33.33%
Employees Below Retirement	262	62.38%
Total:	420	100.00%

Figure 7.0 Verification status of Excused employees at MPW



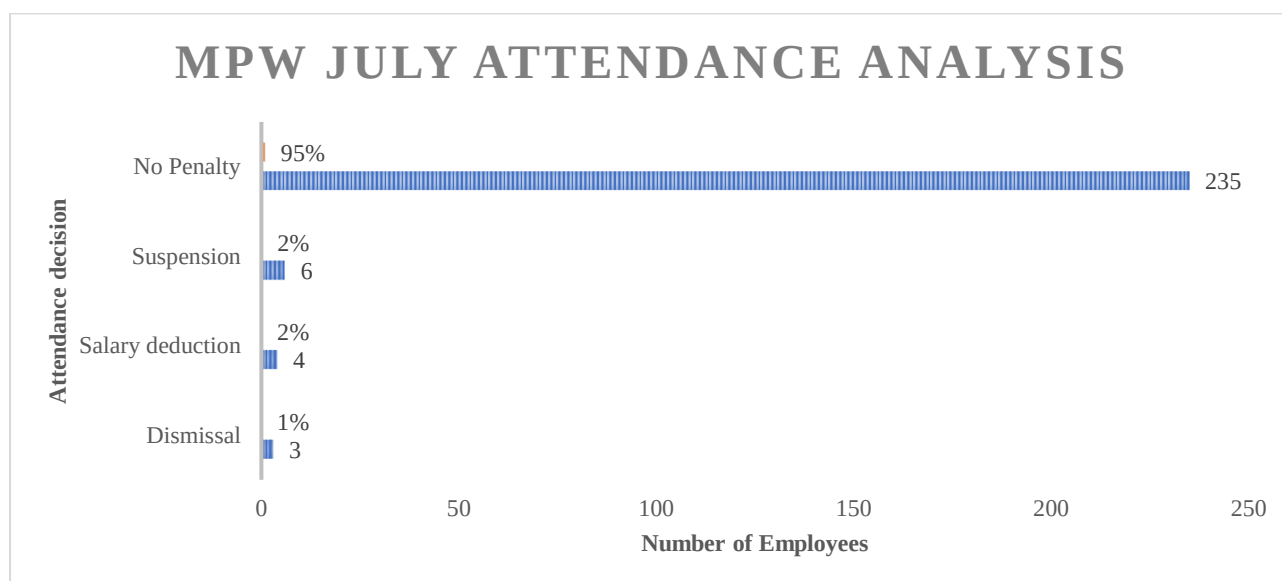
The graph above titled “**Excuse Distribution**” depicts the outlook of excused employees at MPW. Of the total of 480 workforce strength of the Ministry of Public Works, the following excuses were delivered to the CSA team during the execution of the Personnel and credential verification. A detailed explanation of its components is as follows:

- “**Excuse Distribution**” indicates that the chart shows the number of individuals categorized under different types of leaves and excused absences.
- The graph also indicates that 17 employees are assigned outstation, 10 are on study leave, 4 are on sick leave, 1 is on court assignment, 1 is on maternity leave, and 1 person is dead.

However, the data value for Figure 7.0 is broken in Table 5:

Category of Excuses	Frequency
Sick Leave	4
Study Leave	10
Maternity Leave	1
Juror Service	1
Dead	1
Outstation	18
Total	35

Figure 8.0. Attendance decision Analysis of the MPW regular Staff for July 2025

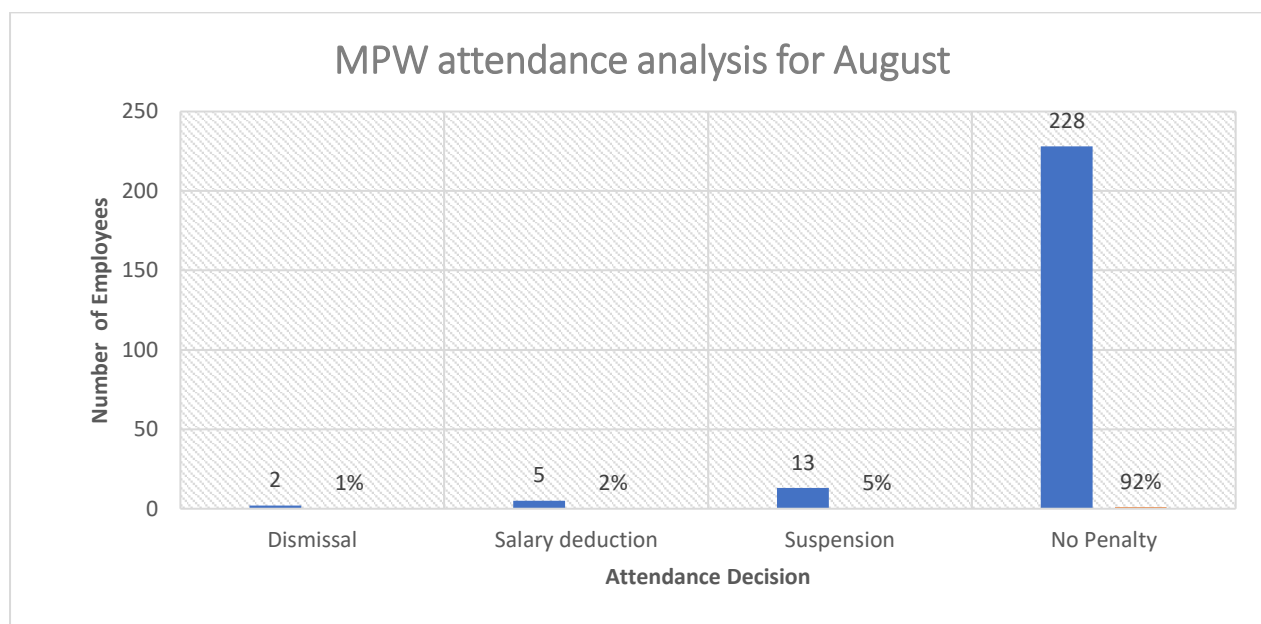


The graph above shows the Ministry of Public Works attendance analysis for the month of July, 2025. The result shows that 235 employees recorded satisfactory attendance, with no penalty. The graph also shows that 6 people are to be suspended, 4 people's salaries are to be prorated, and 3 people are to be dismissed.

Table 6: Attendance analysis for July 2025

Category	Count	Percentage
Dismissal	3	1%
Salary deduction	4	2%
Suspension	6	2%
No Penalty	235	95%
Total:	248	100%

Figure 9.0. Attendance decision Analysis of the MPW regular Staff for August 2025



The graph above shows the attendance decision analysis of regular staff at the Ministry of Public Works. The generation of the above decisions is consistent with the Civil Service Standing Orders. Accordingly, the report shows the following outcomes: 2 employees are to be dismissed from GOL payroll, 228 employees have no penalty, and warrant motivation, 13 employees should be suspended without salary, and 5 employees' salaries should be deducted. During the exercise, the attendance analysis was taken for the months of July and August 2025, respectively, but all actions were taken for the most recent month. Please see Table 6 below:

Table 7. Attendance Decision Analysis of MPW for the month of August 2025.

Category	# of Employees
No penalty	228
Salary deduction	5
Dismissal	2
Suspension	13
Total:	248

Attendance decision for August, 2026

Though the analysis captures both July and August 2025, corresponding payroll actions are served for only a month, and as such, a penalty for payroll action will be taken in August. The report provides that during August 2025, attendance review of MPW, a total of 228 employees, constituting 92%, recorded satisfactory attendance and therefore incurred no penalty. This indicates that a significant majority of the workforce in the Civil Servants category adheres to the Ministry of Public Works attendance policies. However, 5 (2%) civil servants are subject to salary deductions due to attendance infractions, such as short-term absences, and 13 employees are expected to be suspended for a period

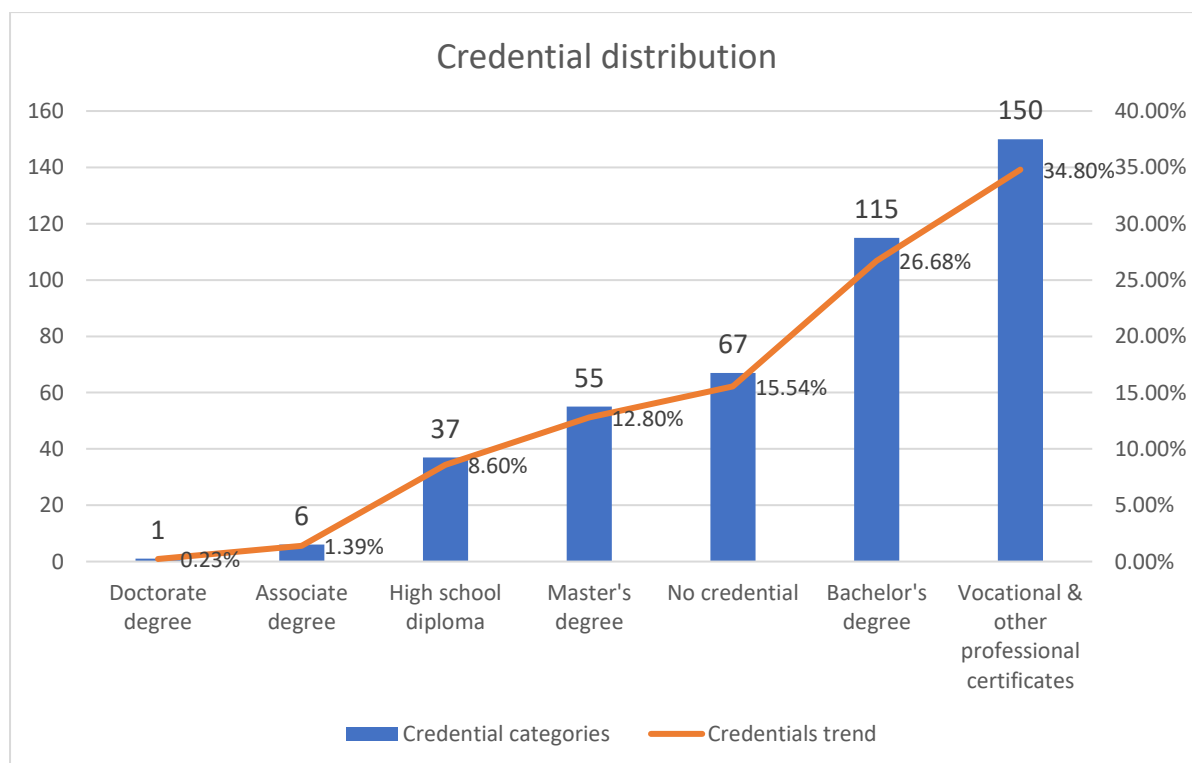
of one month without pay. Meanwhile, 2 (1%) is recommended for dismissal because of severe or repeated attendance violations.

4.0 Authenticate Academic and Professional Credentials

Approach:

- **Document Collection:** Collected physical copies of academic and professional credentials.
- **Forensic Review:** Examined documents for signs of forgery (e.g., inconsistencies, quality of print, seals).
- **Third-Party Verification:** Contacted issuing institutions (universities, professional bodies) for direct validation.
- **Database Checks:** Used credential verification databases (if accessible) for quick validation.
- **Documentation:** Record validated or invalidated credentials with evidence and recommendations.

Figure 10.0 Highest Educational Qualification



The graph above illustrates the distribution of individuals by their level of educational attainment. The data is visualized in a rectangular vertical bar chart and supplemented by a table for clarity. The purpose of this analysis is to identify the educational composition of the workforce, which can inform policy decisions, training needs, and strategies for workforce development.

Hence, the graph reports the following category of credential composition analysis:

- The largest credential group is the bachelor's degree holders, 115 (27%) of the total regular employees verified, indicating a moderate tertiary academic achievement level at MPW.
- A total of 55 (12.76%) staff members hold a master's degree at MPW.
- A total of 6 (1.4%) staff members hold an AA Degree.
- 1 staff member holds a doctorate degree, constituting 0.23% of the entire workforce.
- 37 (8.6%) hold only a high school diploma — a figure which may warrant concern, especially in technical departments. In the table below, we present the category of credentials along with their respective frequencies per employee at MPW.
- 1 staff member holds a Doctorate degree, accounting for 0.23% of the workforce verified.
- 150 (34.8%) employees have either vocational or other professional certificates.
- A total of 67 (15.54%) employees has no form of academic credentials.

Table 8. Educational Qualification Categories and Observations

Category	Frequency	Shares
Doctorate degree	1	0.23%
Associate degree	6	1.39%
High school diploma	37	8.60%
Master's degree	55	12.80%
No credential	67	15.54%
Bachelor's degree	115	26.68%
Vocational & other professional certificates	150	34.80%
Total	431	100%

- **High School:** A total of 37 staff members presented a high school diploma, indicating that a majority have completed secondary education.
- **No Qualification:** A significant portion of 67 staff members have no formal educational qualifications, which may impact their employability and the institution's growth.
- **Bachelor's Degree:** 115 individuals possess undergraduate degrees, showing a significant level of tertiary education. The maximum presence of educational attainment per employee at MPW is a bachelor's degree.
- **Master's Degree:** Only 55 individuals have attained a postgraduate degree, suggesting limited representation of highly educated individuals.
- **Certificate and Vocational Training:** This category has 150 individuals, reflecting the maximum presence of modest vocational or technical training.
- **Associate degree:** 6 staff members have obtained an associate degree at MPW.

- **The lowest number educational attainment** at the Ministry of Public Works is the Doctorate, with one individual.

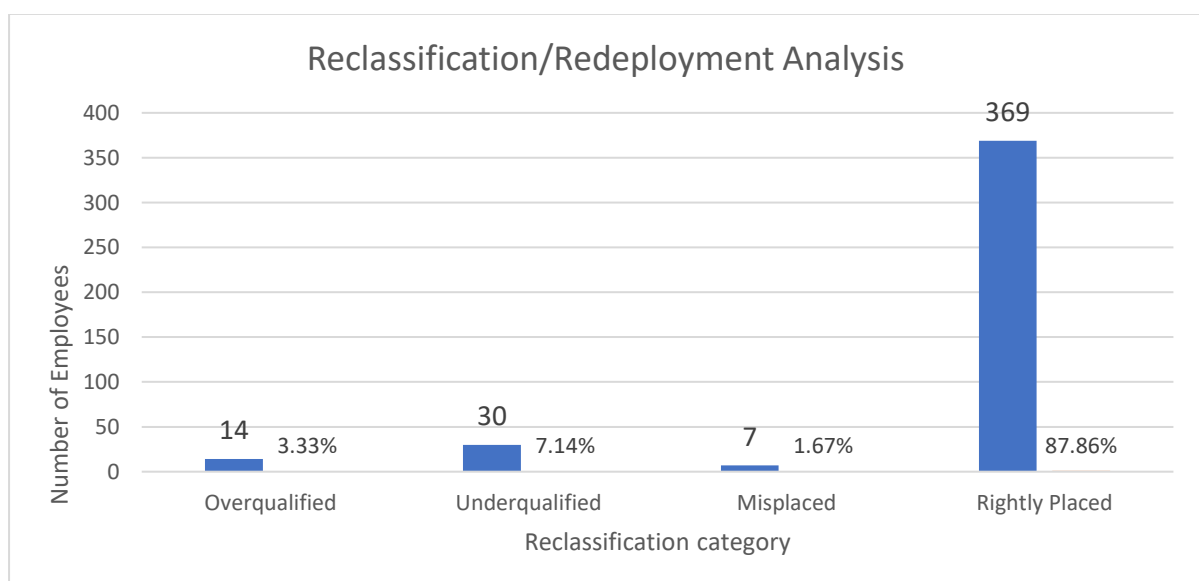
Implications:

The aggregation of individuals with only a high school education or no qualification at all suggests a potential skills gap in the workforce. Efforts to improve access to higher education, technical certification programs, and adult education may help elevate the qualifications and capacity development of this group of employees. The small number of individuals with postgraduate degrees underscores the need to promote advanced education, particularly in fields that require specialized knowledge. The analysis further reveals critical insights into the educational makeup of the Ministry of Public Works workforce. It underscores the need for targeted educational policies and programs to build a more skilled and competitive workforce.

4. Optimize Staff Deployment Based on Qualifications and Institutional Needs

Approach:

- **Competency Mapping:** Compared validated qualifications and experience with current job descriptions.
- **Needs Assessment:** Collaborated with department heads to identify staffing gaps or overlaps.
- **Reassignment Planning:** Recommended redeployment based on qualifications, skills, and institutional priorities.
- **Consultation:** Engaged affected staff and departments in discussions to ensure clarity and buy-in.



The figure above depicts the placement status of individuals within their roles in an organization. It aims to evaluate the effectiveness of job-role alignment and identify areas needing human resource intervention.

Table 9. Staff Placement Distribution

N0	Placement Category	Count
1	Rightly Placed	369
2	Overqualified	14
3	Underqualified	30
4	Misplaced	7
5	TOTAL	420

Observations

- Rightly Placed staff dominate (369 staff members), suggesting overall alignment with qualification attained.
- However, over 51 individuals are in categories needing review: misplaced, under-/overqualified, or awaiting administrative action.
- **Implications**
- There is a need for role reassignment or retraining programs.
- Opportunities for career growth and professional development should be initiated.
- Strategic HR planning will enhance organizational efficiency.

6.0 Formalize Employment Status Updates

Approach:

- **Data Consolidation:** Compiled verified information from the above exercises.
- **PAN Preparation:** Completed requirements for Personnel Action Notice (PAN) forms reflecting status changes (e.g., transfers, contract renewals, confirmations, terminations).
- **Approval Workflow:** Routed PANs through appropriate administrative channels for endorsement.

7.0 Promote Transparency and Institutional Integrity

Approach:

- **Open Communication:** Held periodic briefings with the Ministry of Public Works leadership and departments to update on progress.
- **Verification Trail:** Maintained detailed logs of decisions, changes, and verifications for future exercises.
- **Compliance Checks:** Ensured all activities align with the Ministry of Public Works HR policy, Civil Service Standing Orders, Human Resource Policy Manuals, national labor laws, and ethical standards.
- **Stakeholder Involvement:** Involved HR, finance, legal, and academic leadership in decision-making.

8. Provide Strategic HR Recommendations

Approach:

- **Trend Analysis:** Analyzed findings from all previous activities to identify systemic issues (e.g., qualification gaps, attendance abuse, outdated job roles).
- **Policy Review:** Compared current practices with best HR practices and legal requirements.
 - Staff development/training needs
 - Recruitment and retention strategies
 - Suggested policy updates
 - Long-term workforce planning
- **Presentation to Management:** Present findings and recommendations to senior management with an implementation roadmap.

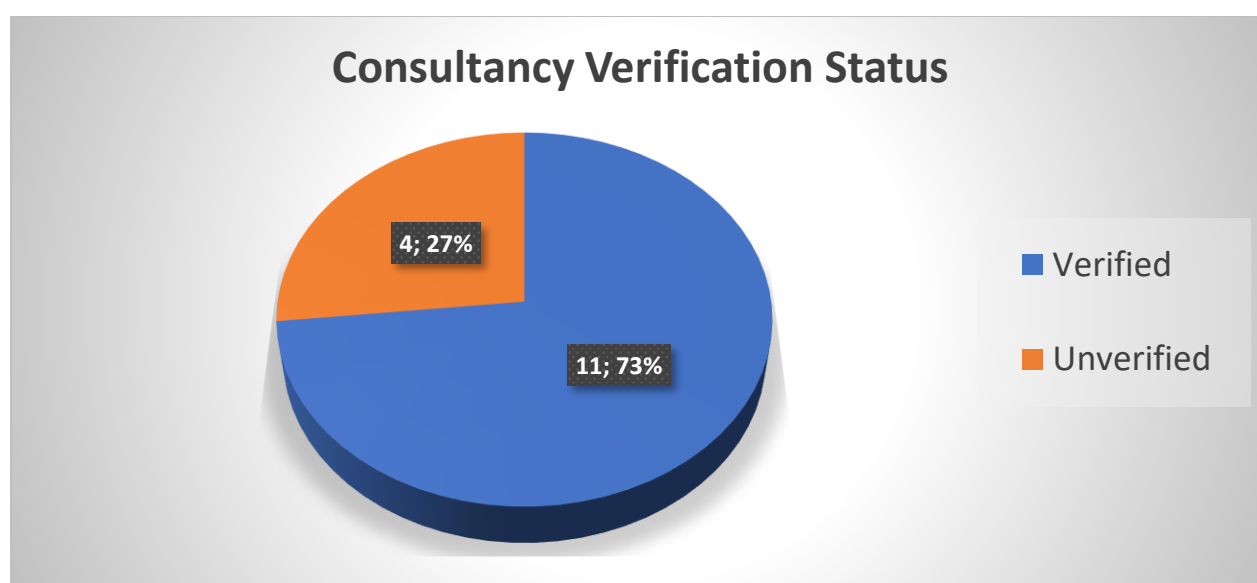
9.0 ROLE OF THE CSA AND USE OF THE HR DATABASE SYSTEM

The Civil Service Agency, acting upon formal request, designed and led the exercise with support from the Technical Team from the Employment Service Division (ESD). The CSA team also developed and utilized a custom-built HR Database System that served as the central platform for the authentication process.

8.1 Key Functions of the HR Database System:

- Live tracking of verification outcomes for each department/unit
- Status tagging for each individual (verified, unverified, reclassified, etc.)
- HR Database System analytics enabled management to monitor progress and generate summary reports in real time.
- Real-time HR Database System used to validate all inputs and provide management with oversight and audit trail capability.

Figure 11. Consultancy Verification Status

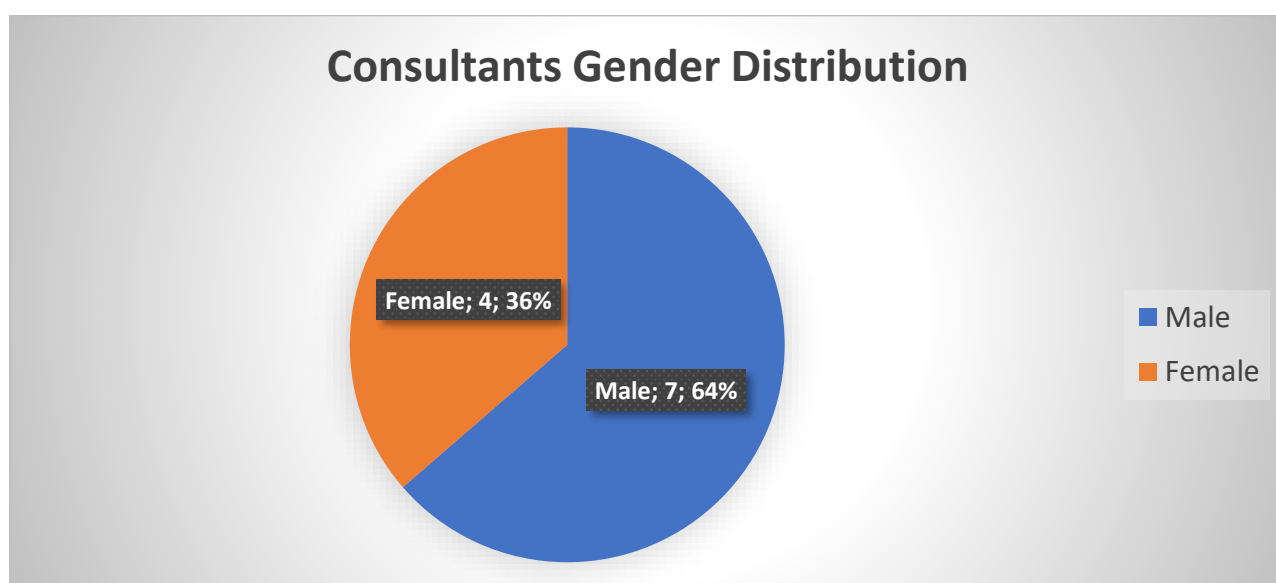


The chart above shows the verification status of personnel on the consultancy payroll. The report revealed that of the total of 15 staff members on the payroll, 11 individuals were verified, accounting for 73% of the consultancy workforce, while 4 staff members were unverified, constituting 27% of the workforce.

Table 9. Verification status of the consultancy payroll

Category	Count	Shares
Consultants Verified	11	73%
Consultants Unverified	4	27%

Figure 12. Gender Distribution of Consultants Verified

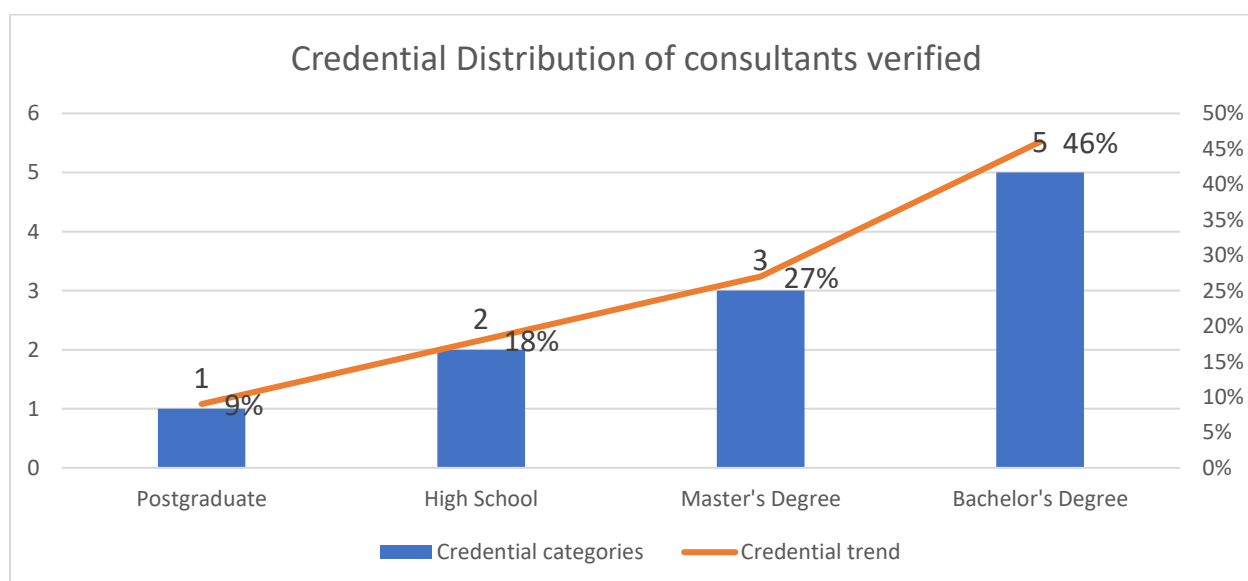


In the graph above, we showed the gender distribution of consultants verified at the Ministry of Public Works. The report shows that 4 consultants are female, constituting 36% of the total verified consultants, while 7 were male, representing 64% of the total staff verified.

Table 10. Gender disaggregation of consultants

Category	Count	Shares
Male	7	64%
Female	4	36%
Total:	11	100%

Figure 13. Credential Distribution staff members on the Consultancy Payroll

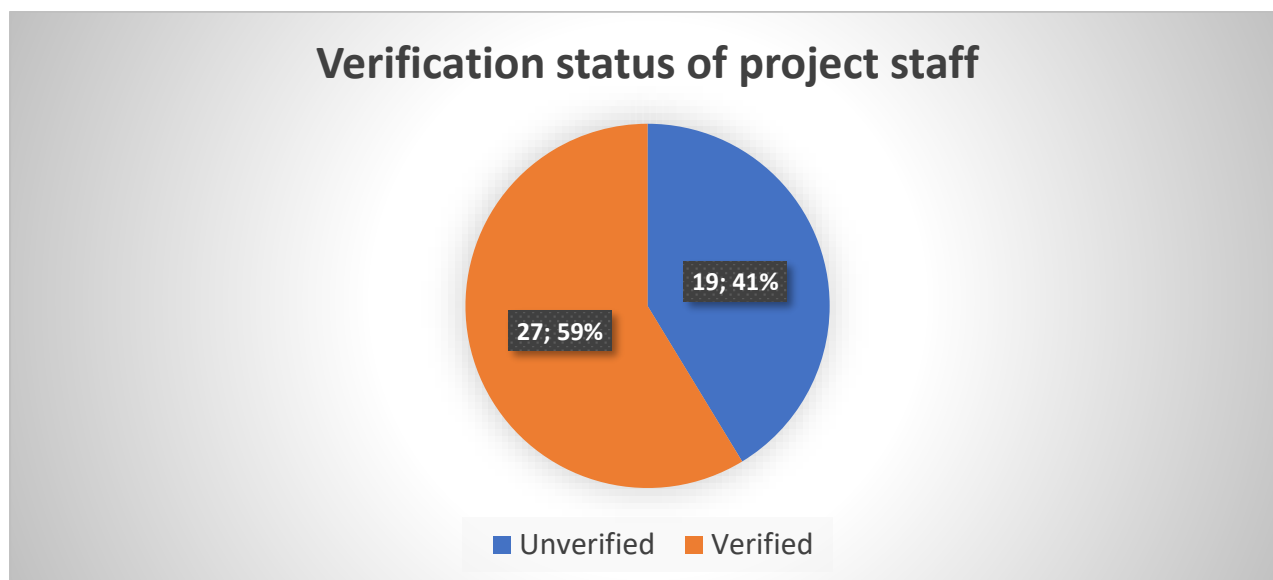


The graph above presents the credential distribution of consultants at the Ministry of Public Works. The report reveals that of the 11 consultants verified, 3 have a master's degree, 5 have a bachelor's degree, 2 have a high school diploma, while 1 has a postgraduate degree.

Table 11. Credential distribution of consultants verified at MPW

Category of Credentials	Count	Shares
Master's degree	3	27%
Postgraduate degree	1	9%
Bachelor's degree	5	46%
High School	2	18%

Figure 14. Project Verification Status

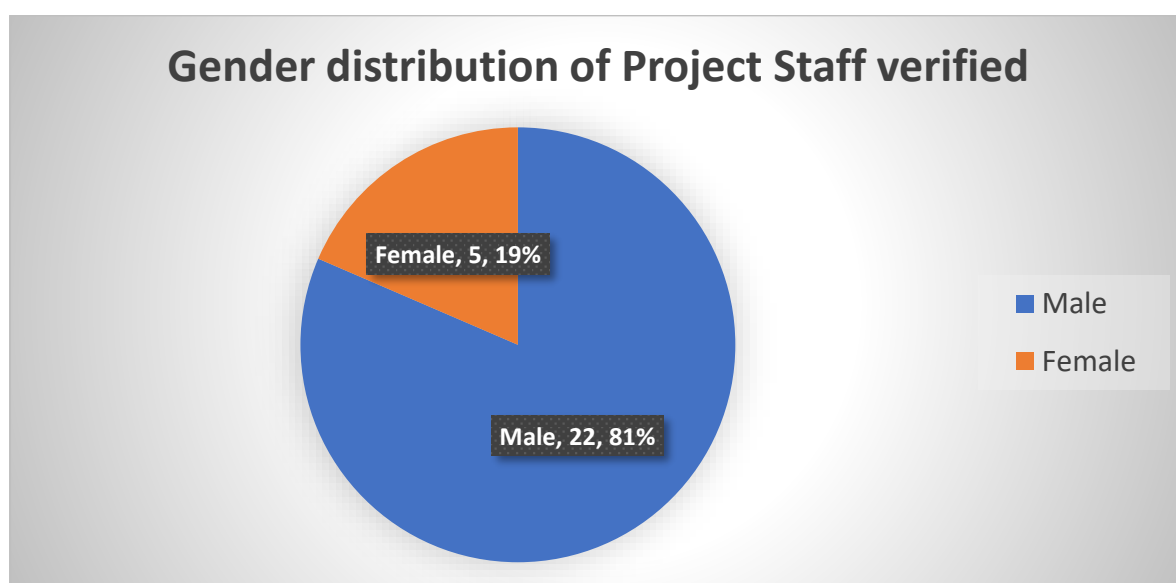


The graph above shows the verification result of staff members in the project management unit of the Ministry of Public Works. It shows that 19 staff members were unverified, representing 41%, while 27 personnel were verified, representing 59% of the project workforce.

Table 12. Verification status of the project payroll

Category	Count	Shares
Project Personnel Verified	27	59%
Project Personnel Unverified	19	41%

Figure 15. Gender distribution of Project Personnel verified

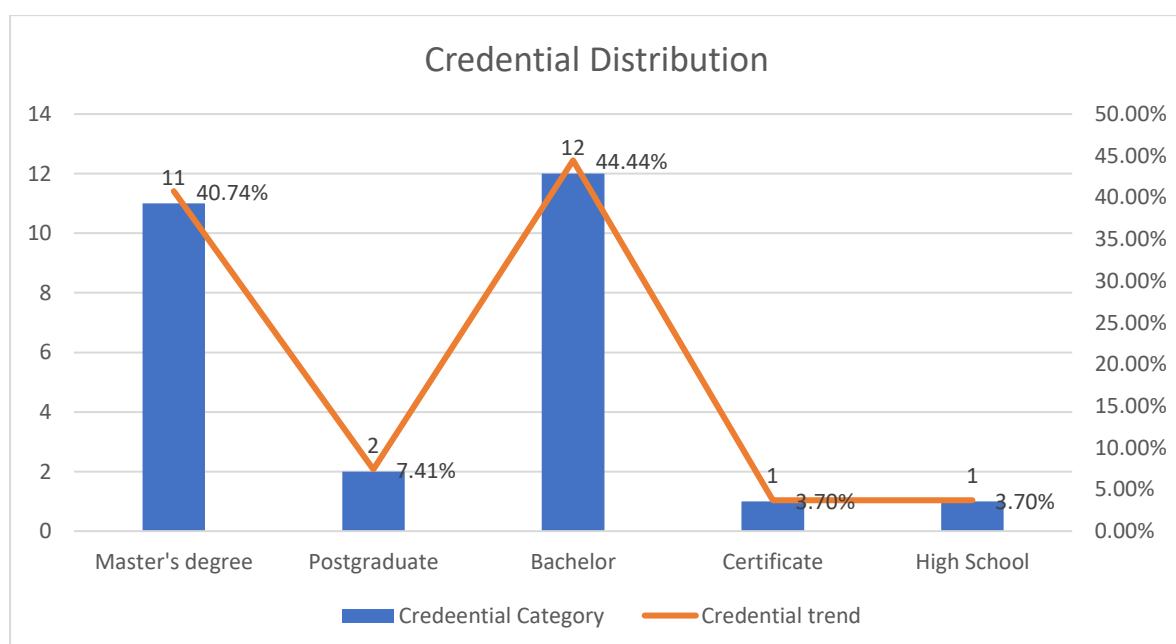


The graph indicated above displays the gender disaggregation of the project personnel at the Ministry of Public Works. From the graph, 5 employees were female, representing 19%, while 22 persons were male, accounting for 81% of the workforce in the project category at MPW.

Table 16. Gender distribution of personnel in the Project category

Gender	Count	Shares
Male	22	81%
Female	5	19%

Figure 17. Credential distribution of Personnel in the project category

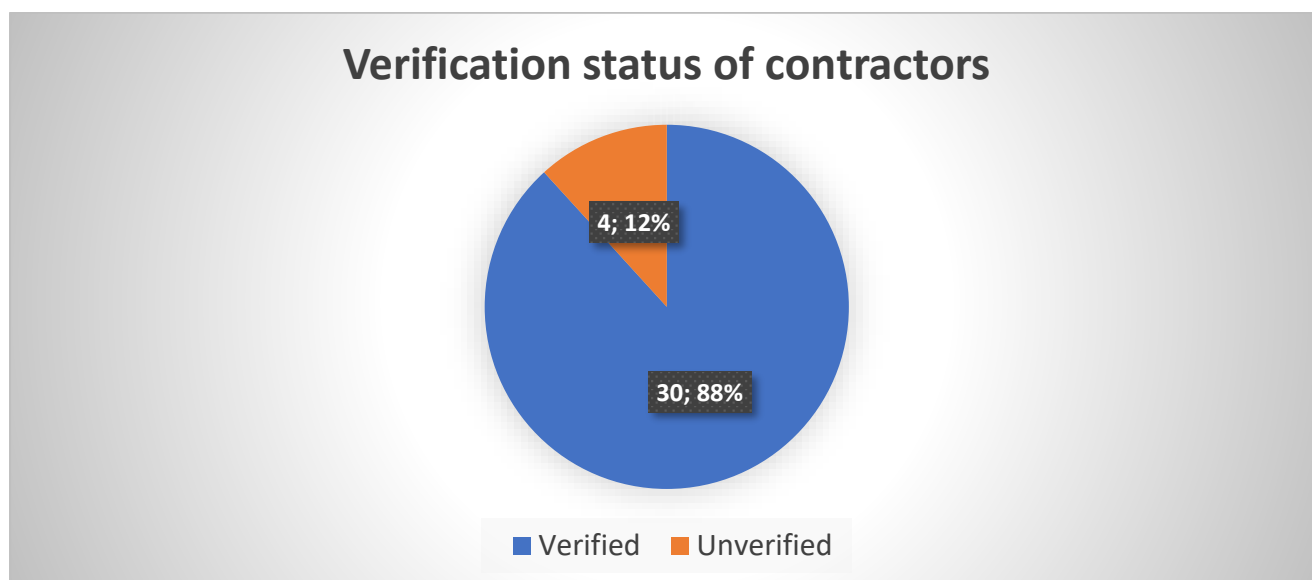


The graph above shows the credential distribution of personnel in the project category at the Ministry of Public Works. Of the 27 individuals verified, 11 hold a master's degree, 2 a postgraduate degree, 1 a bachelor's degree, 1 a certificate, and 1 a high school diploma.

Table 17. Credential Distribution of Verified personnel in the project category

Credential Category	Count
Master's degree	11
Postgraduate Degree	2
Bachelor	12
Certificate	1
High School	1
TOTAL	27

Figure 18. Verification Status of MPW Contractors

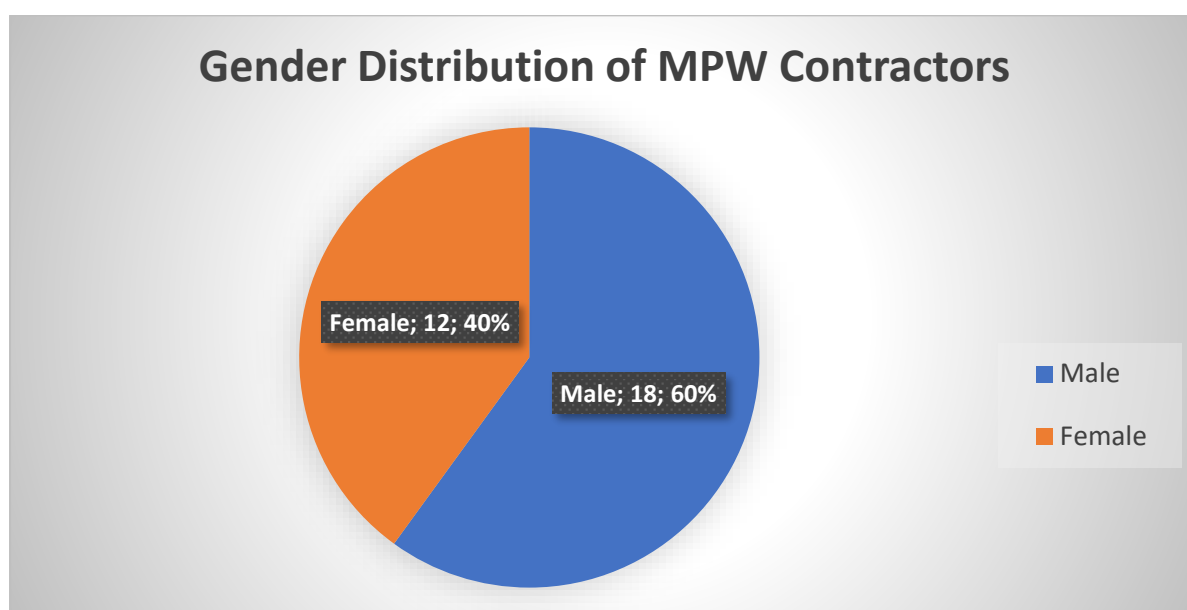


In the chart above, we present the verification status of contractors assigned to the Ministry of Public Works. The graph reveals that 30 contractors were verified, representing 88%, while 4 were unverified, accounting for 12% of the total workforce in the contractor category.

Table 18. Verification Status of contractors

Category	Count	shares
Verified	30	88%
Unverified	4	12%
TOTAL	34	100%

Figure 19. Gender distribution of Verified contractors

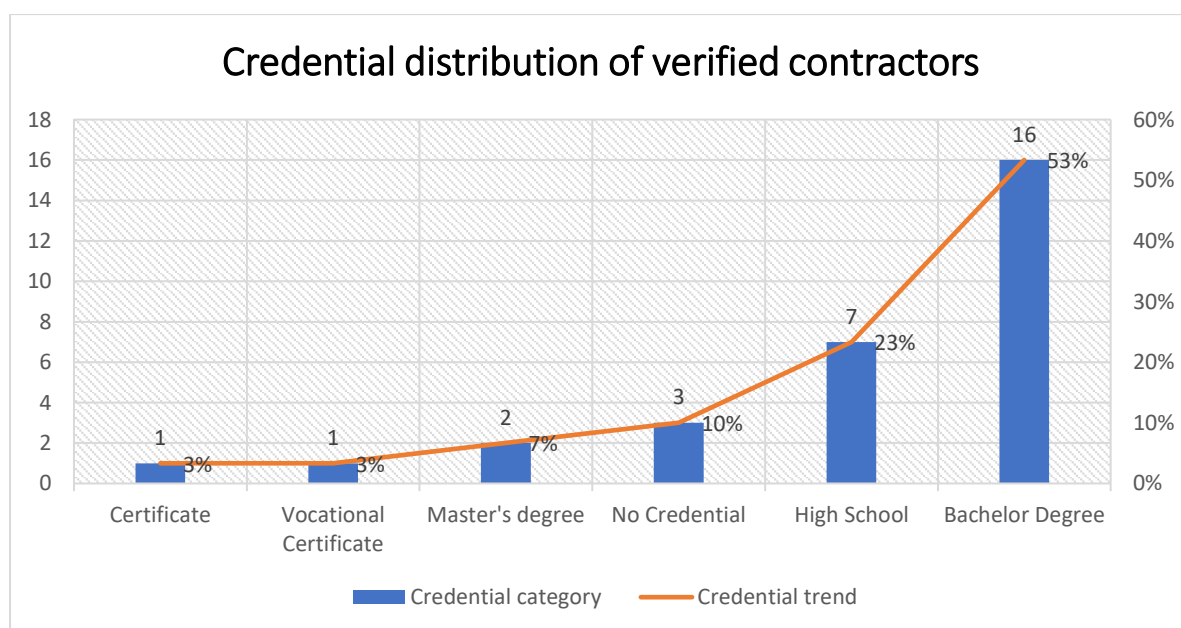


The graph indicated above displays the gender disaggregation of contractors at the Ministry of Public Works. From the graph, 12 employees were female, representing 40%, while 18 persons were male, accounting for 60% of the workforce in the contractor category at MPW.

Table 20. Gender distribution of MPW Contractors

Gender	Count	Shares
Male	18	60%
Female	12	40%
TOTAL	30	100%

Figure 21. Credential distribution of verified contractors



The graph above illustrates the distribution of academic credentials among contractors assigned to the Ministry of Public Works. Out of the 30 individuals verified, one holds a certificate, one possesses a vocational certificate, two hold master's degrees, three lack formal academic qualifications, seven have completed high school, and sixteen possess bachelor's degrees.

Table 21. Credential distribution of MPW contractors.

Credential Category	Frequency	Shares
Certificate	1	3%
Vocational Certificate	1	3%
Master's degree	2	7%
No credential	3	10%
High School	7	23%
Bachelor's degree	16	53%
Total	30	100

9.0 KEY RESULTS AND OUTCOMES

- 431 staff Members, constituting 90% were physically verified from an original payroll list of 480 staff members.
- 15 suspected ghost employees, representing 3.125%, were flagged and recommended for removal, as they did not show up for the exercise.
- 45 staff members recommended to be re-classified in line with their functional duties, responsibilities, terms of reference (TOR), and qualifications.
- 45 PANs are expected to be prepared, approved, and submitted to formalize changes in the employment status of the Ministry of Public Works.
- 18 employees of the Ministry of Public Works are within the retirement range set by the government of Liberia (60 & above)
- 143 employees are close to the retirement bracket. This is essential for succession planning.
- 269 employees are below the retirement age.

10.0 CHALLENGES ENCOUNTERED

- Poor recordkeeping and absence of standardized personnel files
- Resistance from some staff members to turn out for exercises due to fear of job loss or exposure.

13.0 Optimizing Staff Deployment Based on Qualifications and Needs

The verification reveals that the Ministry of Public Works has a structured staffing framework, with several staff members holding first-degree and graduate qualifications. However, several issues stand out:

The presence of **67 staff members with no degree** and **37 with only high school diplomas** requires review, particularly to ensure these individuals are not occupying classified, administrative, or technical posts beyond their qualifications.

14.0 Conclusion

The personnel and credential verification exercise conducted at the Ministry of Public Works (MPW) has maximized a reliable and data-informed assessment of the institution's human resource profile. The analysis revealed that 90% of regular employees underwent verification, with notable verification rates among consultants 11 (73%), project personnel 27 (59%), and contractors 30 (88%). The Ministry of Public Works now has a clearer picture of its staffing profile, enhanced governance mechanisms, and a set of actionable recommendations to guide future HR planning. Continuous oversight, technological investment, and leadership commitment will be critical to maintaining and expanding upon these improvements. However, the exercise revealed systemic gaps that hinder operational efficiency, such as the presence of unverified personnel, employees within the retirement bracket, inconsistencies between job roles and qualifications, inadequate documentation, and a minimum of female representation across staffing categories.

Hence, these findings reaffirm that continuous monitoring and focused reclassification play a vital role in enhancing the workforce. The process involves enhancing staff allocation, upholding attendance standards, and establishing a digital human resources framework. These measures will uphold the accomplishments of reforms by promoting merit, accountability, and efficiency in public service.

15.0 Recommendations

- The 14 unverified staff **MUST** be immediately blocked and removed from the payroll.
- A total of **51** staff are to be redeployed or reclassified, suggesting their qualifications or job functions require reassignment to more suitable positions.
- The CSA recommends that the 67 staff members with no degree and 37 with only high school diplomas should not occupy any classified, junior-level, or above, or technical roles. They **MUST** be immediately reclassified.
- A total of 5 employees were absent for 3–6 days for the period reviewed. Their salaries must be prorated consistent with the Human Resource Policy Manual. We recommend salary deductions.
- A total of 13 employees for the month of August 2025 that were absent between 7-13 days for the period reviewed (AUGUST 2025). These employees must be suspended for one month without salary.
- A total of 2 employees who were absent for either 14 days in the month of August 2025 or above. These employees must be dismissed effective immediately, consistent with the Civil Service Standing Order.
- That the 18 employees within the retirement bracket be transitioned to the NASSCORP pension scheme.

Immediate Action Based on Critical Findings

- Of the 15 consultants examined, 4 (four) unverified, constituting (27%) must be suspended or terminated from active duty, and they must validate their consultancy status and academic qualifications before reinstatement.
- Consultants lacking relevant academic qualifications or holding only high school credentials should be **disengaged or reassigned** to roles consistent with their expertise.
- Of 46 **project personnel**, just 59% (27) were authenticated. The 19 unconfirmed individuals (41%) should be promptly investigated and removed from project payrolls, awaiting verification.
- Out of the 34 contractors, 30 have been verified, representing 88.23%, while 4, representing 11.76%, are still unverified. These unverified contractors must be blocked, effective immediately, from any further payment processing until their status is confirmed.
- **Recruitment:** Credential verification **MUST** be implemented during the hiring process.
- **Evaluation:** Adopt performance-based assessments to inform promotions.
- **Record-Keeping:** Transition to a fully digital HR information system.
- **Workforce Planning:** Develop a strategic plan that includes a standard staffing policy aligned with the projected institutional personnel growth pattern.
- Initiate reviews of outdated HR policies for modernization.
- Establish a regular schedule for reviewing staff qualifications, especially for those in classified or leadership positions.
- Promote vocational and technical education to bridge the skills gap.
- Enhance access to adult education and literacy programs.
- Support scholarship and incentive programs for tertiary and postgraduate studies.
- Engage in institutional workforce development initiatives.
- Foster a culture of upward mobility through structured promotion pathways.
- Implement talent management strategies to ensure optimal workforce placement.
- Where evidence of fraudulent documentation exists, report the matter to the Civil Service Agency for immediate advice.
- Unify payroll systems under the CSA to ensure consistency, transparency, and regulatory compliance.

- Conduct a comprehensive payroll and HR audit, including biometric verification, to eliminate duplicate records.
- Implement a one-person-one-payroll policy strictly.
- Synchronize HR and finance records to maintain real-time staff and pay data.
- Engage CSA and MFDP to phase out internal payroll irregularities and ensure smooth functioning of payroll system.

Appendices

- Appendix A: Sample Personnel File Checklist
- Appendix B: Verified Employees
- Appendix C: List of Appointees
- Appendix D: Overqualified
- Appendix E: Rightly Placed Employees
- Appendix F: Misplaced Employees
- Appendix G: Underqualified
- Appendix H: Excuse Ledger
- Appendix I: Attendance Analysis
- Appendix J: Retirement Bracket
- Appendix K: Credential Listing Employees
- Appendix L: Out-station Employees
- Appendix M: Verified Project Staff
- Appendix N: Project Staff Credential Analysis
- Appendix O: Verified Contractor
- Appendix P: Unverified Contractor
- Appendix Q: Contractor Credential Analysis
- Appendix R: Verified Consultants
- Appendix S: Unverified Consultants
- Appendix T: Consultants Credential Analysis
- Appendix U: Questionable Degree
- Appendix V: Dead Employee
- Appendix J: PAN Sample